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ABSTRACT

In 1996, the faculty union and administration at Desert Community College District (DCCD) partnered to identify new funds that could be used to improve salaries and augment the budget. The administration entered into a written agreement to support a mutual short-term goal of achieving salary parity with peer colleges. A "Market Basket Study" (MBS) was implemented to gather data on similar-sized (small, rural) California community colleges, which was used to: (1) identify how DCCD compared with the other institutions; (2) ascertain why DCCD was different (or the same); (3) determine where DCCD wants to be, salary-wise; (4) develop alternatives for achieving this goal; (5) implement strategies; and (6) establish a procedure for follow-through and evaluation. The resulting recommendations from the MBS led to improvements, both in terms of finances and shared governance. Financially, DCCD was able to identify additional operating revenue and/or expenditure reductions that could be directed toward salary increases. That, coupled with cost-of-living adjustments, resulted in an 8.5% salary increase. (AS)

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Innovative Partnerships within a College

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Desert Community College District

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69th ANNUAL CONVENTION
COMMUNITY COLLEGE LEAGUE OF CALIFORNIA

Long Beach, CA **November, 1998**

Presentation Title: Innovative Partnerships within a College

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Presentation Intent: The presentation will focus on a win/win fiscal project which has been successfully undertaken at Desert Community College District (Desert). The real story is the unique way the faculty union and the administration cooperated to identify "new money" which, in turn, could be used to improve salaries and provide other much needed budget augmentations. Operation "Market Basket" resulted in increased revenues (and/or expenditure reductions) to Desert's operating budget. Those funds, coupled with COLA, resulted in much needed salary increases approximating 8.5%--while maintaining fiscal integrity of the District. The ***process*** by which this was accomplished will be shared. The activity has been one of the most successful shared-governance projects at Desert, and the process established will be used to model future collaborative projects.

Executive Summary:

Desert is a relatively small (6500 FTES), rural California Community College located in Southern California (Palm Desert and Joshua Tree). It is a "low-revenue" district and constantly struggles to attain funding for its educational mission. With the state-wide property tax shortfalls and the resulting "take back" of funds by the State in 1993, Desert was faced with a continuing deficit spending pattern, dwindling reserves and unacceptable salary levels. While it has been quite successful in increasing grant funding and donations, little of that funding was available to augment the general operating fund. Through extremely prudent fiscal management, Desert was able to re-establish its reserves to an adequate level. However, its often-stated commitment to improve salary levels to parity could not be backed up by action. Faculty disgruntlement over declining (comparatively) salary levels erupted.

Two years ago, the association and administration entered into a written agreement to support a mutual short-term goal of achieving salary parity. Both parties also agreed to enter into a "Market Basket Study" (MBS). The purpose of this study was to identify fiscal resources which could be used to accomplish our mutual goal.

A district-wide committee consisting of all constituency groups (and functional area representation) was established. That committee was co-chaired by Desert's Chief Business Officer and the Faculty Association President. Smaller sub-committees were then formed to review several major areas of concern: FTES/WSCH, Facilities, Non-Credit/Credit, Personnel and Revenues/Expenditures/Reserves. Each sub-committee had a faculty and administrative co-chair. A set of "golden rules" was established and each committee member agreed to abide by those rules. (Rule # 1--taking a District perspective--turned out to be a critical factor allowing the success of the project.)

Comparative data on similar-sized California Community Colleges was gathered by our institutional researcher and business office staff. Whenever possible, third-party prepared data was accessed. Candid opinions of the accuracy of the data were disclosed. Agreement was reached that although some data was certainly not perfect, it would be used to provide a general indication of our comparative status. While decisions were encouraged based upon quantitative data, qualitative evaluations were required. Any impact (either positive or negative) on our educational mission was studied.

Using comparative data from the MBS, each sub-committee:

- Identified how Desert compared to the MBS
- Researched why we were different (or the same)
- Determined where we wanted to be
- Developed alternatives for getting there
- Implemented strategies for achieving the desired results
- Established a procedure for follow through and evaluation

All committee meetings were open and all attendees were encouraged to voice opinions. Meetings were video-conferenced between sites. Updates on the project's progress were communicated in a variety of ways. Presentations were provided at Academic Senate meetings, flex day activities and Board Meetings.

The resulting (and continuing) recommendations forthcoming from the MBS have been rewarding, both in terms of finances and shared governance. Financially, Desert was able to identify additional operating revenue (and/or expenditure reductions) that could be directed toward salary increases. That, coupled with COLA, resulted in an impressive 8.5% salary increase. Although it is too early to determine the specific improvements made toward achieving parity, there is no doubt that significant movement was accomplished.

While it is almost certain that not every individual agrees with all the recommendations forthcoming, there is substantial "buy in" and support of the collaborative *process* that guided this project. The project also resulted in much-needed improvements in trust building between faculty and administrators. To date, this is perhaps Desert's most successful shared-governance venture.

GOLDEN RULES
MARKET BASKET STUDY
TASK FORCE
STEERING COMMITTEE AND SUB-COMMITTEES

1. District perspective is imperative to the success of this project.

2. This must be a collaborative effort.

3. Honesty among all participants must prevail.

4. An element of trust should be established between all of the different units.

5. There should be a good representation of all groups -- constituencies, sites, schools.

6. All members should be diligent workers and exercise good follow-through.

7. Timelines should be established.

8. There should be a good two-way communication link between the committee(s) and the College community.

9. All members should agree on the goals.

10. A charge/mission will be established to which there will be closure after the Steering Committee and Sub-Committees have completed their meetings.

11. ALL meetings of the Steering Committee and Sub-Committees are open to any member of the College community who wishes to attend. Also, video-conferencing will be utilized as much as possible.

/bjs
6/5/96 (Rev.)

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SOURCE DOCUMENTS:

	RELIABILITY
FISCAL DATA ABSTRACT (CHANCELLOR'S OFFICE)	HIGH
REPORT OF STAFFING & SALARIES (CHANCELLOR'S OFFICE)	LOW/MED.
ACBO WORKSHOP MATERIALS (CHANCELLOR'S OFFICE)	HIGH
ROSS SALARY STUDY (CCLC)	HIGH (MED.)
ACCCA SALARY STUDY (ACCCA)	HIGH
SURVEYS	HIGH (MED.)
OTHER PROFESSIONAL 3RD PTY.	HIGH (MED.)

FILE:MBSDOCS

FTES/WSCH

MAJOR ISSUES

CLASS SIZES SMALLER AT DCCD: (DCCD AVG. OF 30.1 FTES PER FTEF V. 34.0 AT MBS)

- FEWER LARGE CLASSES AT DCCD
- LARGE CLASSES NOT AS LARGE AS MB DISTRICTS
- MANY SMALL CLASSES
- HEAVIER PERCENTAGE OF PART-TIME FACULTY AT DCCD

RECOMMENDATIONS

MAJOR:

IF WE INCREASE WSCH/FTEF RATIO, MORE FISCAL RESOURCES WILL BE AVAILABLE.

SPECIFIC ALTERNATIVES/STRATEGIES ARE IN THE PROCESS OF BEING DISCUSSED. SEE LISTING FOR ITEMS **UNDER DISCUSSION**:

- DEVELOP MORE SYSTEMATIC WAY OF ENROLLMENT MANAGEMENT (SEE CUESTA MODEL)
- INCREASE HIGH ENROLLMENT COURSE OFFERINGS; DECREASE LOW ENROLLMENT COURSE OFFERINGS
- RAISE CLASS SIZE AVERAGE
- RAISE MAXIMUM CLASS SIZE ON SELECTED COURSES
- RAISE MINIMUM CLASS SIZE LIMITS ON SELECTED COURSES
- MORE CLOSELY ALIGN COURSES AND CLASSROOMS
- REVIEW "PEAK PERIOD TIMES OF OFFERINGS" & COORDINATE ACROSS THE CURRICULUM
- OFFER COURSES TO MEET TIME DEMANDS OF STUDENTS
- INCREASE NUMBER OF SEATS IN CURRENT CLASSROOMS
- GROW ENROLLMENTS AT A SLOW STEADY PACE
- INCREASE RETENTION
- IMPROVE PROGRAM REVIEW
- ADD AND STRENGTHEN ADDITIONAL SITE LOCATIONS
- INCREASE USE OF DISTANCE LEARNING
- IMPROVE COUNTING/ATTENDANCE MEASURES
- DECREASE RELEASE TIME
- NEEDS ASSESSMENT (STUDENT PREFERENCES)

SUMMARY	FEB., 1997		
Section	**Major Issues**	**Est. $s**	**Solution(s)**
FTES/WSCH	CLASS SIZE 11.5% SMALLER	-550,000	LOCALLY CONTROLLED--ENROLLMENT MANAGEMENT
FACILITIES	DISTRICT "SHORTED" ON M & O FUNDING	-150,000	STATE-WIDE FUNDING PRIORITY ISSUE
FACILITIES	HIGH ELECTRICAL COSTS	-360,000	ENERGY SAVINGS PROJECTS; DEREG.
PERSONNEL	HIGHER # OF EMPLOYEES (SOFT #)	-500,000	THIRD-PARTY PERSONNEL STUDY
CR/NON-CR	HIGHER # OF NON-CR COURSES	-275,000	LOCAL DECISION--MISSION ISSUE
REV/EXP	EQUALIZA-TION	-275,000	STATE-WIDE PRIORITY ISSUE
TOTAL	ANNUAL	-2,110,000	
PERSONNEL	LOW SALARIES	1,400,000	CREATE "WEALTH FROM WITHIN"; STATE-WIDE PRIORITIES
PERSONNEL	HIGH USE OF ADJUNCT FACULTY	400,000	CREATE "WEALTH FROM WITHIN"; STATE-WIDE PRIORITIES
TOTAL		1,800,000	

MARKET BASKET IMPLEMENTATION OVERSIGHT COMMITTEE				
SUMMARY OF ACTION PLANS				
MAJOR ISSUES	ESTIM. $s	ACTION PLAN	STATUS	EXPECTED $ IMPACT
FTES/WSCH Class size 11.5% smaller	-550,000	Pursue adequate improvement in FTES/FTEF ratio to allow for FTES funded growth to be accommodated by incurring minimal additional costs (savings) in instructional salaries (IS).	In Spring of 1997, improvements in FTES/FTEF made at PD but no resulting "savings" in IS could be documented. Early results for Fall at PD indicate both improvements in FTES/FTEF AND DOCUMENTED SAVINGS.	322,000
FACILITIES District "shorted" on M & O funding	-150,000	Pursue M & O "Catch Up" funding (resulting from bigs. coming on line when state had budget shortfall). Convince Chancellor's Office that adjustments need to be addressed.	Chancellor's Office responded to the continuing concerns of certain districts by allocating additional "catch up" funds on applicable districts' P-2s.	140,000
FACILITIES High electrical costs	-360,000	Project Energy Savings; Deregulation	Project Energy Savings continues to show good results. Energy deregulation being pursued via CCLC. Dereg. savings will be immaterial for several years.	90,000
PERSONNEL Higher # of employees (soft #)	-500,000	Third-party personnel study to address internal integrity and provide market basket classified salaries as benchmark.	Study in progress.	Unknown
CR/NON-CR Higher # of non-credit courses	-275,000	Pursue discussions on possibility of redesigning certain non-credit classes to credit status.	Discussions on-going	Unknown

REV/EXP/RES. Equalization	-275,000	Pursue equalization as a priority agenda for state funding.	Coalition of colleges formed and Arnold Bray of School Services in conjunction with Chancellor's Office has made great progress. See Bray letter dated Sept. 11, 1997--Update-- GOVERNOR SIGNED!	150,000 TO $180,000
ADDITIONAL GOOD NEWS:				
Dining Hall		As district positions become vacant, move positions to Auxiliary.	CSEA negotiations completed	Immediate fiscal impact unknown--more in a "stop the bleeding" category.
Parking		Parking services and ticket collection has been re-engineered.	Re-engineering plan will be phased in and had already begun.	Immediate fiscal impact unknown--more in a "stop the bleeding" category.
Automated Attendant		Automated attendant system has been implemented at PD to allow for improvements in our internal and external communications.	System is operational. Resulted in elimination of one full-time classified staff position.	Immediate savings have been used to partially fund the system; eventual savings will occur.
Security		Additional security staff have been added by redirecting a vacant full-time grounds staff position.	Cost avoidance of adding additional classified position.	Anticipate that additional coverage will provide for safer environment.
file:mbs97f				